

TXARNG Aviation crews Battle Wildfires

TXANG
100K
and counting

TXSG Soldier realizes dream







Contents From the Top-TXARNG - a look ahead TXARNG helps fight wildfire near Bastrop 12 TXSG helps study deadly disease 14 Guardsman realizes dream in TXSG Joint Task Force COYOTE 18 20 **TXANG** reaches 100K milestone 22 Our Force -**Senior Airman Beverly Gauze** 23 **Key Leadership** Announcements The Cover TXARNG **Battle** Wildfires TXSC Soldier A Texas Army National Guard UH-60 Blackhawk out of the Austin Army Aviation Facility helps fight wild fires threatening homes and property near Bastrop, Texas, Oct. 14, 2015. (U.S. Army National Guard photo by Sgt. 1st Class Malcolm McClendon).











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The Texas Military Department Public Affairs Office would like to thank all the contributing writers and photographers who generously share their work with us. Without the hard work and dedication of Soldiers, Airmen and civilians, we would not be able to tell YOUR TXMD story.

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Texas Army National Guard, the Year Ahead

Commentary by Col. Darrell W. Dement **TXARNG Chief of Staff**

Team,

Welcome to the new fiscal year. Together we are going to experience and share some significant national level decisions that will impact all of us within the organization. Let's discuss those in a few moments.

First, we should talk about how the Texas Army National Guard is poised for success during this coming year. What we see are the predictable key events and just how we are organized to ensure a unity of effort and alignment of our collective purpose is achieved.

To begin with, the TXARNG commander, Maj. Gen. William L. Smith, allows me the latitude to organize the staff along four Line of Efforts (LOE) led by a senior experienced colonel. Our LOEs are Manning, Equipment, Training and Infrastructure.

The Manning LOE is guided by Col. Michele Voorhees and she ensures all career management, personnel strength management, recruiting, retention, family services and med-

ical tasks are held to the highest professional standard. Additionally, she oversees the personnel needs for mobilizations, deployments and ensures brigade or higher collective training events are executed.

The Equipping LOE is under the watchful eye and steady hand of Col. Marvin Johnson. He, too, ensures all logistical systems and processes are aligned. He safeguards the taxpayers' property and oversees accountability of lost and damaged property. He must also ensure units with specific theater or training event needs are identified and met in a timely manner. In short, he sets up units for success from a logistical perspective.

The Training LOE is run by Col. Greg Barrow. The full spectrum of Operations, Training and Planning falls under his span of control. He is the primary voice of the commanding general when communicating to com-

> mander and staffs of the 71st Troop Command, the 36th Infantry Division and the Domestic Operations Command.

> The Infrastructure LOE is a combination of installation facilities management, construction and communication hardware. Col. Tracy Norris heads this complex team and ensures both federal and state dollars are appropriated and executed on time and on budget. Managing an installation that is 220,000 square miles with many facilities greater than 50 years old is quite challenging to say the least. However, with additional state and federal funding this year we are on glide path to making our armories and readiness centers a great place to work. Through the State of Texas Armory Revitalization (STAR) cam-

paign we are realizing unprecedented momentum.

So this is how we are arranged to best support the needs of our primary customers within our forces. These key players also serve as Program Managers. Meaning, they sign for a budget, work hand in hand with NGB Program Managers. They seek to adjust and procure funds for our state across their respective Management Decision Evaluation Packages (MDEPs).



Now, that you have a basic understanding of just how we are arranged, let's talk about how we operate on a routine basis. As you can imagine, our organization comprised of over 18,000 personnel who are spread out across the globe is quite a task and requires some good old fashion military organizational skills.

To tackle this, we use a proven approach for managing Teams of Leaders (ToLs) known as Boards, Bureaus,

Centers, Cell, and Work Groups (B2C2WG). We believe this approach best optimizes collaboration and shared purpose within the TXARNG. This approach provides confidence to the command that problems are identified, worked and resolved at the lowest level possible and ensures deliberate planning and decisions are only brought before the commander after thorough analysis and proper problem solving techniques have been applied.

Finally, I'd like to close with two important topics. First, let's talk about some of the major events happening this FY. We know we have the I-II2 Cavalry Squadron returning from Egypt, an External Command Logistics Review Team (CLRT) inspection, the 136 Maneuver Enhancement

Brigade Warfighter, the new enlisted evaluation system (EES), a Cyber Command Readiness Inspection (CCRI), many units moving to 'swing space' so their armories can be renovated, State of the State, the Combat Aviation Brigade Warfighter, the Division Multi-echelon Multi-integrated Brigade level Training (MIBT), Joint Readiness Training Center (JRTC) rotations and two senior leader Staff Rides just to name a few.

Secondly, I opened with the national level decisions that we should all be aware and accept. One way or another they will shape decisions and alter our trajectory in some way. These decisions are the continuing resolution (CR). Will it be the rule for the entire year or will a budget become law? Next, this is the year a new president is elected. So who will that be and how will the political landscape affect our military? Then, we have the much anticipated report to congress from the National Com-

mission on the Future of the Army (NCFA). This report is due in February. Will it reflect favorably on the Reserve Component (RC) and will it help us save our Apache fleet of helicopters? And finally, will we receive a Notice of Sourcing (NOS) for our division HQ or other units? All of these are 'game changers'. Rest assured we are fully capable and stand ready to put forth the most professional force on planet earth anytime, anywhere.

Thank you for being part of this world class team. I appreciate every day that I am allowed to serve you.

- FROM THE TOP

"Thank you for being part of this world class team. I appreciate every day that I am allowed to serve you."







Shifting Gears

TXARNG Aviation goes from fighting fires to swift water operations

Story by Capt. Martha Nigrelle
Texas Military Department Public Affairs Office

fter six days of fighting wildfires, Texas Army National Guardsman Sgt. Steven Nesbitt thought he was going home. Then the call came in – they were needed for floods.

"There's not much to think about when the call comes in," said Nesbitt, a helicopter crew chief and standardization instructor with the 36th Combat Aviation Brigade. "Just get your assets ready."

Texas Guardsmen supported a total of seven wildfires in central Texas, Oct. 15-20, 2015, dropping more than I million gallons of water on the fires and saving hundreds of homes from destruction. As quickly as the fires had come, they were gone.

The day after the fires, it rained so much that several areas in Texas experienced flash flooding.

Switching gears from firefighting to swift water rescue operations, the same pilots and aircraft took to the skies, once again, to support local first responders and serve Texans in their time of need.

"The Department of Emergency Management calls us whenever the local and state resources are exhausted and need extra help, whether it be fire, floods or hurricanes," said Col. Michael Dye, commander of the Austin Army Aviation Support Facility, Texas Army National Guard.

Defense support to civilian authorities is the official title the military uses when referring to this type of mission. Each National Guard unit has both a DSCA mission, working alongside local, state and federal partners to support domestic operations, and a combat mission.

Primarily, these guardsmen train to support Texans at

home during wildfires, hurricanes and flash flooding, as well as, combat operations overseas; they even support the Department of Homeland Security with aerial interdiction along the Texas-Mexico border.

"We are constantly training throughout the year in order to remain proficient in these mission sets," said Chief Warrant Officer 2 Christopher Cordero, a pilot for the 36th Combat Aviation Brigade. "So when we have an incident like we did, where we are fighting fires and the mission set changes and it's time to go and respond to a flood event, we're ready, that's what we do."

The combat aviation unit is equipped with several types of aircraft, UH-60 Blackhawks, CH-47 Chinooks, LUH-72 Lakotas and AH-64 Apaches, each with different capabilities, but each that can support a variety of missions.

"We bring a valuable dimension to the fire and search and rescue missions," said Dye. "There are a lot of situations where ground crews cannot get to a location and the only way to get rescuers or fire suppression to an area is with aviation assets."

Helicopter crews train regularly with first responders from the Texas A&M Forest Service and Texas Task Force One. The training the unit does with these and other partners helps prepare them for this diverse mission set.

"When the call came in to respond to the flooding, we just reset our aircraft," said Cordero. "We removed the bucket we used to fight fires and our Task Force One partners came in and equipped the aircraft with their rescue basket, medical equipment and anything they needed to rescue individuals from rapidly rising water."





The Kiss of Death from the Bug that Kisses

Story by Col. Robert Morecook Texas State Guard Public Affairs Office

USTIN – Chagas disease, an emerging threat to South Texans, is being studied closely by a team of medical experts from the Texas State Guard and the U.S. Air Force at Joint Base San Antonio-Lackland.

Health professionals there are concerned that basic military trainees and local San Antonio residents may contract the disease, which at times can be fatal. If left untreated, serious health problems, including death, may follow 20 years later.

Lt. Col. Edward Wozniak, a veterinarian in the Texas State Guard, is a research specialist in diseases that are transmitted from animals to humans. He says that Chagas disease is transmitted by the so-called kissing bug that is found in training areas at Joint Base San Antonio-Lackland and other warm and dry locations throughout Texas and the United States.

"Chagas disease is very dangerous and widespread," said Wozniak. "It should especially be considered on the list of possible diagnoses for cases of abnormal heart rhythm, enlargement of the heart, or heart failure in South-Central Texas."

Wozniak has been working closely at Lackland with Dr. Thomas Cropper, a retired Air Force colonel who is also a veterinarian. Cropper, with the 59th Medical Wing, serves as director of trainee health surveillance at the sprawling air base in San Antonio.

Concerned not only for airmen and others who train there, but also for the well-being of local residents and others living in similar climes, the doctors are much invested in helping people avoid the disease.

In a scientific study conducted between 2010 and 2013, Wozniak and colleagues collected 529 kissing bugs from selected sites throughout South Texas.

"Sixty-four percent of the kissing bugs collected carried, in their gut, the dangerous protozoa that cause Chagas," Wozniak said.

Officially, the kissing bug is one of a type of insect called triatomines, which are found throughout the Americas. The kissing bug bites its victim and sucks a small

ing. An insect carrying the disease may leave its feces

amount of blood.

often while the

person is sleep-

near

the bite location, allowing the microorganism that causes the disease to go from the insect's feces into the victim's open wound.

Chagas disease then passes through an inactive stage that may last up to two decades. It's followed by heart failure in up to 35 percent of those infected. In other cases, enlargement of the base of the esophagus or the intestines may lead to major gastrointestinal problems, and may result in death decades later.

According to the World Bank, because of its high socioeconomic impact, Chagas disease has been ranked as the most important parasitic disease affecting humans in the New World.





but few make the diagnosis in their daily medical practice.

This is because physicians learn the disease is usually found in South America or Mexico, and then fail to make the diagnosis in the U.S., he explained.

At this time there is no readily available treatment for the Chagas disease, but according to Wozniak, a medication that may halt the progress of the disease is now available from the Centers for Disease Control.

People can avoid catching Chagas

disease by taking a number of steps.

First, they can avoid contact with the insects by maintaining a wellscreened home and having regular visits from a pest control company.

Hunters and other outdoor enthusiasts should use a DEET-containing insect repellent to avoid bites, and wear permethrin-treated clothing and gear, such as boots, pants, socks, and tents for further protection.

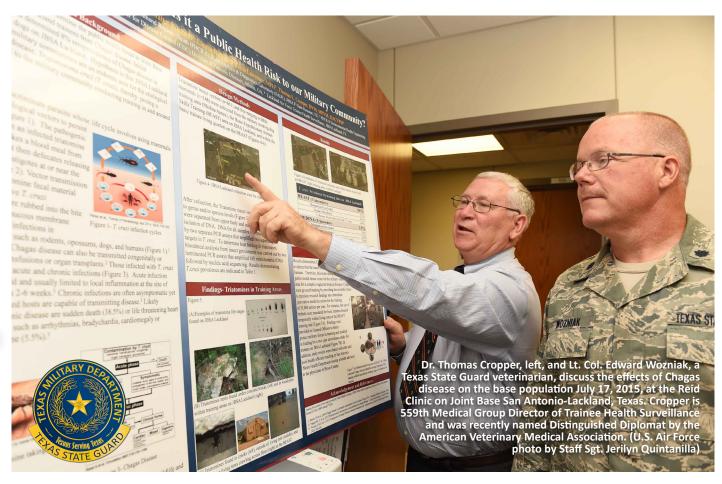
Hunters should also avoid exposing their own skin to animal blood, and cook wild meat well done.

- TXSG PAO











A home in the Texas State Guard

Story and photos by Sgt. 1st Class Malcolm McClendon Texas Military Department Public Affairs Office

USTIN, TEXAS - Growing up in a family full of service members, Angeline Sanchez knew to take charge and lead fellow recruits through the 2nd Regiment's, Texas State Guard, Regional Basic Orientation Training, gaining her the title of honor graduate of Class 010 at the class's graduation ceremony held in Austin, Texas, Sept. 18, 2015.

Sanchez began her journey in the military long before she ever joined. Growing up around her U.S. Army father, stepfather, mother and U.S. Marine Corps grandfather had a profound impact on her life.

"My stepfather was a drill sergeant and when he'd come home wearing that big round brown hat, I knew that was something I wanted to do," Sanchez said. "I loved the structure and the uniform, so my goal ever since was to join the military and serve."

Even before she was old enough to join, she began researching jobs and the minimum placement scores needed for each. Then when her older brother joined the U.S. Army she knew she had found her calling.

"My brother joined as a medic and when he was home he'd show me his gear, which I thought was really cool," Sanchez said. "When he came back from deployment he showed me pictures and told me stories about how he helped people and fellow soldiers in Iraq as a combat medic; and I knew then that's what I wanted to do."

When she turned 18, Sanchez took the Armed Services Vocational Aptitude Battery test, was sworn into the U.S. Army and shipped out on Valentine's Day 2012.

"I remember the six-hour ride to Ft. Sill, Oklahoma, feeling excited and saying to myself, 'I made it, I made it." Sanchez said. "When we finally arrived at the base my heart was pumping. Then the drill sergeant got on the bus and began ordering us to get our stuff and get off! It was exciting."

Sanchez, along with other new arrivals, was placed in the reception platoon while they waited for the next training cycle to begin. There, she did not take any time off and was placed in leadership roles, such as barracks lead and marching the platoon.

"We were marching to breakfast chow one morning and it was my goal that day to lose my voice calling cadence," Sanchez said. "I was in the back of the formation when the drill sergeant stopped everyone and called me to the front of the platoon and said, 'this soldier has a voice ten times bigger than her body.' From that point on, I was known as Mighty Mouse."

Her time at Ft. Sill would be short lived however. A childhood illness, that was all but gone, resurfaced and brought to the drill sergeants' attention.

"One night they called me down to report to the drill sergeant that was on duty," Sanchez said. "He looked right at me and said, 'Pvt. Sanchez, you can't stay here, because of your asthma,' right then I broke down crying."

Sanchez said she was devastated and returned to Texas with no plan, since the only thing she had ever wanted to do was now not an option.

"I didn't have a backup plan; my plan was to do 20 plus in the Army," Sanchez continued. "I fell in and out of jobs; I was too distracted, I didn't have the drive for anything."

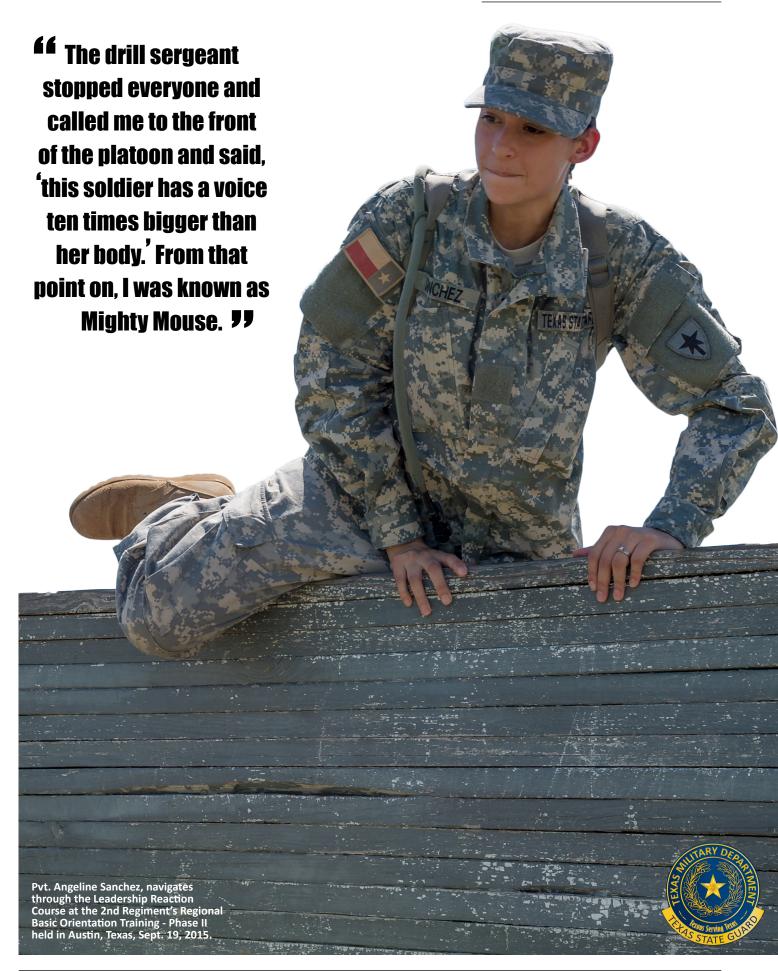
Then one day while picking up her partner at Camp Mabry in Austin, Sanchez spotted, what she thought, was a soldier out of uniform crossing the street. She looked over at her partner and asked why he was wearing a Texas flag on his sleeve.

"She told me that he was in the Texas State Guard," Sanchez said. "I immediately began researching what that meant. We went to lunch and I couldn't put my phone down. I had multiple screens open, reading what they were about."

She began calling numbers on the website to get more information on joining until she got a hold of Staff Sgt. John Gately, the noncommissioned officer-in-charge of the communications section for the Texas State Guard.

"I talked to her on the phone and explained that the











State Guard is designed to help the citizens of Texas in times of need, whether it be a man-made or natural disaster," Gately said. "I also told her that we are an all volunteer force that specializes in shelter operations, search and rescue, medical assistance and the manning of points-of-distribution when called on by the governor during those emergencies."

Since the TXSG mission is in Texas and requires no overseas deployment, Sanchez discovered that her asthma would not be a problem and that she could once more have the opportunity to put on the uniform and serve. She signed up shortly after and began drilling with her unit while waiting for the next RBOT class to begin.

"RBOT is a basic introduction to the Texas State Guard," Staff Sgt. Curtis Rust said, lead instructor for 2nd Regiment's RBOT. "We go over first aid, land navigation, military customs and courtesies, drill and ceremony and communications skills. We want to take the overall knowledge of what the Texas State Guard is and does and take that to build upon."

At RBOT, Sanchez quickly reverted back to her time at Ft. Sill and took charge.

"My time at the reception platoon taught me to step up when they needed someone to volunteer," Sanchez said. "I made it to formations before time, got up a little early and got my squad up and ready for the day and, of course, called cadence every chance I got."

Sanchez' performance was again noticed by instructors.

"She was very motivated, took ownership and had a drive-forward attitude," Staff Sgt. Jason Rogers said, an instructor with the 2nd Regiment's RBOT. "She was engaged with everyone else's efforts in the training, cheering them on and pushing them to make it through."

By training's end, the instructors came together and overwhelmingly voted Sanchez as the honor graduate for the class. And in a ceremony full of friends and family she was asked to stand and be applauded.

"It was amazing, my mother came in from out of town to see me," Sanchez said. "She was there with me when I was going through my depression for not being able to complete Army Basic Training. I had never graduated from anything before, so when she came to see me here, she had tears in her eyes and then to find out I was honor graduate... it topped it all and made her proud."

Sanchez now drills with the 1st Battalion, 2nd Regiment in San Antonio and looks forward to her career in the TXSG.

"I feel so much better now, this is the happiest I've ever felt in my life," Sanchez said. "When I first went to basic at Ft. Sill, I had that awesome feeling you get when you put on your uniform and take charge. And now, in the State Guard, I have it again." - DISPATCH





Texas National Guardsmen Exchange best practices with El Salvador and Honduran forces

Story by Master Sqt. Daniel Griego 36th Infantry Division Public Affairs Office

EMBERS OF THE Texas Army National Guard's 72nd Brigade Special Troops Battalion recently trained with their Honduran and Salvadoran counterparts for a four-month mentorship program at the Honduran Army Signal School in Tegucigalpa, Honduras. The training, held May through September 2015, was part of the Regionally Aligned Forces' Counter Transnational Organized Crime partnership and featured Texas Guardsmen providing instruction on intelligence, reporting and security operations.

Recently, soldiers from the Texas

Army National Guard's 72nd Brigade Special Troops Battalion, 72nd Infantry Brigade Combat Team, 36th Infantry Division, traveled to El Salvador and Honduras for several missions as part of a joint task force mentoring program with local and national law enforcement.

The missions were designed to focus training and mentoring for Salvadoran and Honduran forces in order to enhance their capabilities to detect, disrupt and detain persons involved in illicit trafficking within their respective regions. The Texas Guardsmen assisting the effort were designated Task Force Coyote.

"Task Force Coyote's particular mission was to facilitate, through instruction, the better development of the intelligence production flow and the analysis of human reporting," said Capt. Kurt Clawson, the intelligence

officer for the 72nd IBCT. Thirty-seven Guardsmen volunteered to participate in this series of missions and were selected for their experience and language proficiency crucial to the success of the mentorship program. Many of them have specific experience in U.S. agencies such as Counterdrug, U.S. Customs, Border Patrol, local and state law enforcement and the Drug Enforcement Agency. These backgrounds contributed immensely to the value of the training.

"The focus of the overall mission was to develop intelligence training that gave students an overview of the intelligence environment, while practicing their analytical skills," said Clawson. "The mission requirements varied by country and Task Force Coyote even differentiated instructional topics between the two trips to El Salvador."





The task force's teams targeted key communities and coordinated schedules with the partner nations to maximize the reach and potency of the operation.

"Our teams are well-trained and proud to be representing the Texas Army National Guard in El Salvador and Honduras," said Lt. Col. Robert Eason, commander of the 72nd BSTB. "We get to learn from each other and these events are a great opportunity for our soldiers."

The training focused three main aspects of combating organized crime: Intelligence Support Operations; Surveillance and Reporting Operations and Procedures; and Intelligence Targeting and Superiority. While the main focus was on intelligence, the teams used the U.S. Army's train-the-trainer approach to not only teach the mentees relevant skills, but also to

equip them to be able to teach others in their departments and agencies.

"Any beneficial CTOC training helps our entire hemisphere and helps relations overall," said Clawson. "The training was mutual because presenting the U.S. Army way of doing things, you learn how foreign militaries try to accomplish the same mission set."

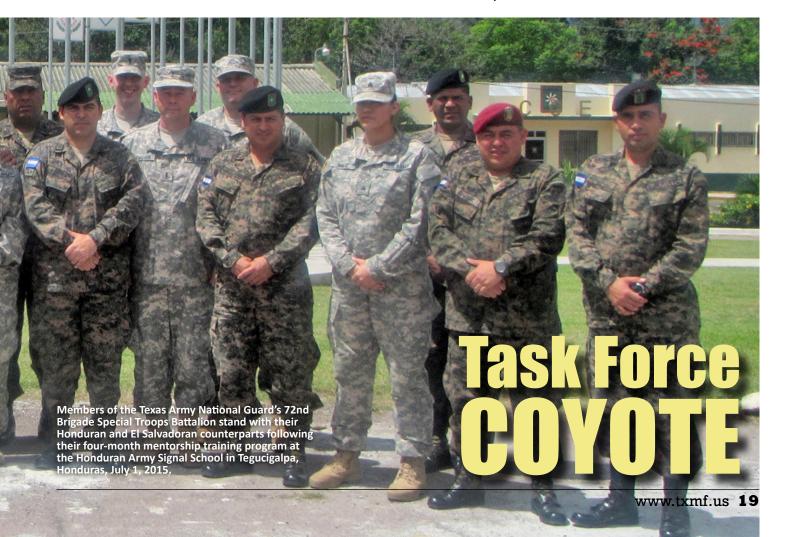
The mentees received detailed class-room instruction, scenario-based training and proficiency certification before moving forward to the next advanced topic. The Guardsmen also shared vital experience in force protection, personnel recovery, anti-terrorism and medical and casualty evacuation practices.

"Our troops conducting these missions really enjoy the opportunity to work with members of the army of our partner nations," said Eason.
"Very few units get to do this; this
training will greatly increase our soldiers' capabilities and the capabilities
of our partner nations."

Due to the security situation, Task Force Coyote conducted the training on the Army's Signal School's Head-quarters' compound. The culminating training event involved pattern analysis, evaluating summaries and developing targeting packets.

"The preparation and presentation of even the limited intelligence process allows for good training," said Clawson. "We always learn better when we are responsible for teaching concepts to others. Through their comments, all the countries respected the training due to the quality of product and presentation provided by the 72nd military intelligence soldiers."

- 36th ID PAO





100K hours and counting 147th Reconnaissance Wing reaches milestone on MQ-1 Predator

Story and photos by 1st Lt. Alicia Lacy 147th Reconnaissance Wing Public Affairs Office



44 That amount of time is equivalent to flying for 11.41 years non-stop, and we did it in just seven years. 77



A 147th Reconnaissance Wing, Texas Air National Guard, pilot flies an MQ-1 Predator Latvian airspace Sept. 1, 2015, at Lielvarde Air Base, Latvia.



OUSTON, Texas – Achieving 100,000 flying hours takes years to realize. But for the members of the 147th Reconnaissance Wing, Texas Air National Guard, conquering this incredible feat is just a testament to their hard work and dedication to the mission.

The wing accomplished the milestone Oct. 8, just seven short years after receiving its new mission to fly the MQ-IB Predator.

"I've witnessed the constant hard work and professionalism required by the 147th Reconnaissance Wing to accomplish this achievement," said Col. Gary Jones, vice wing commander."

In 2005, the Department of Defense recommended retiring the then-147th Fighter Wing's F-16 Fighting Falcons and replacing them with the reconnaissance aircraft, with plans for the unit to be fully equipped and operational by 2009.

This change required Airmen to adjust and re-train on a new aircraft that began its initial operational capability in the U.S. Air Force only a few years before the wing took its first flight July 2008.

"There have been many milestones along the way for the IIIth (Reconnaissance Squadron) since Ellington took on this mission, and there will continue to be more, but this is a very significant accomplishment," said Lt. Col. David Peck, IIIth Reconnaissance Squadron commander. "To put 100,000 hours in context, that amount of time is equivalent to flying for II.4I years non-stop, and we did it in just seven years."

Due to the unique structure of the National Guard, pilots can fly in different statuses from domestic Title 32 missions and federal Title 10 hours to flight hours during training exercises; however, the 100,000-hour milestone was all done while on federal Title 10 status.

The accomplishment cannot only be attributed to the pilots who fly the mission, but to the entire wing, from the member charged with writing orders to the maintainers who keep the aircraft mission ready and the combatant commanders who use the aircraft in theater.

"We have had to forge and maintain working relationships with a host of organizations over the years," Peck said. "Additionally, we count on support from our advocates at NGB to give us the funding, manpower and voice we need to enable these missions.

In addition to the one team, one fight mentality, guard members accumulate years of experience, acquiring the expertise to be proficient in their jobs.

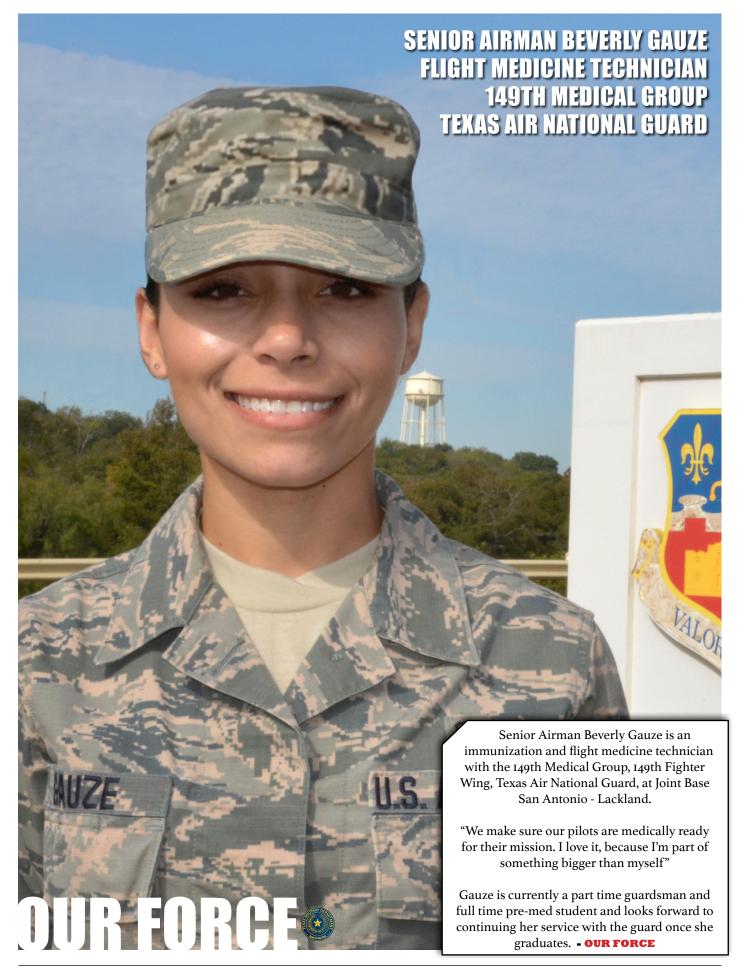
"What is not to be overlooked is the substantial amount of experience the Guard, and the IIIth in particular, brings to the MQ-I community," Peck said. "I first began to fly the Predator in 2005. Over a decade later, I am still doing the same mission."

"Many other members of the IIIth have employed this asset for roughly the same amount of time," he added. "That is experience that active duty simply cannot match, and the squadron anticipated converting to the MQ-9 within the next 18-24 months, and when that happens, I'm confident that our squadron will continue to be an 'Ace in the Hole' for the combatant commanders."

- 147th RW PAO











New Key Leadership Positions



Col. Timothy J. Madden

- Role: Commander of the 149th Fighter Wing, Texas Air National Guard
- Experience: Col. Madden was commissioned as a second lieutenant through the Reserve Officer Training Corps program at the University of Maryland in 1988 with a Bachelor of Arts degree in Criminal Justice. He previously served as the Air National Guard Advisor to the United States Air force Warfare Center at Nellis AFB, Nevada. He deployed on 11 Air Expeditionary Force deployments, his last as the 121st Expeditionary Squadron Commander of the first Air National Guard F-16 unit to Afghanistan.
- Education: Bachelor of Arts in Criminal Justice from the University of Maryland and a
 Master of Business Administration from Strayer University.
- Did you Know: Madden played guitar in 3 all-military rock bands at Osan, Shaw and Nellis Air Force Bases.
- In his words: I'm given the title of Commander, but my role in the 149th Fighter Wing is to serve all my fellow Gunfighters. If I take care of my team, they will be able to take care of the mission win!



Col. Michael L. Reid

- Role: Vice Commander of the 149th Fighter Wing, Texas Air National Guard
- **Experience:** Col. Reid enlisted in the U.S. Air Force in March 1987. After serving 8 years as an enlisted member and obtaining the rank of Tech. Sat., he commissioned as a 2nd Lt. through the Air Force Reserve in Feb. 1995 and was assigned as an aircraft maintenance officer in the 507th Air Refueling Wing at Tinker AFB, Oklahoma. Previous officer assignments include: Maint. Ops. Flight Commander, Maint. Squadron Commander, Aircraft Maint. Squadron Commander and Maint. Group Commander. He holds a variety of Federal Aviation Administration and Federal Communications Commission licenses that include: Airframe and Power Plant, Inspection Authorization, General Radio Operator with Radar Endorsement and Private Pilot.
- Education: B.S. in Industrial Technology from Southern Illinois University and a M.S. in Aeronautical Science from Embry-Riddle Aeronautical University.
- Did you Know: Reid has served in all 3 components of the Air Force (Active Duty, Guard and Reserve).
- In his words: I am truly honored and humbled to be presented the opportunity to serve as a leader within the 149th FW and the TXANG. I consider myself fortunate to be associated with an outstanding organization that is teeming with immensely talented and dedicated Airmen.

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